

City of College Park Strategic Plan 2010-2015 - Action Plan FY 2011

This action plan aligns with the Strategic Plan adopted by City Council August 10, 2010. As an annual road map for strategic plan implementation, this action plan intentionally focuses on a relatively manageable and strategic set of actions for one fiscal year. The steps included in this plan are assumed to have a finite scope (ideally within 1 year) and are strategically oriented towards change and improvement in College Park. Before the end of FY 2011, City Council and City Staff will develop an action plan for FY 2012. It is understood that some activities in the FY 2011 action plan will be repeated in the plan for FY 2012 and beyond because they span multiple years and are considered ongoing. (Note: In the deadline column “ongoing” indicates items that will likely continue each year of the strategic plan; “date +” indicates items that may go into another fiscal year, but will have a specific end date.) The steps in this action plan are additions to ongoing daily operations and recurring annual activities in the City.

Resource needs indicated are those that would be required beyond existing staff time.

City Council and City Staff will annually review and update the action plan in conjunction with the annual budget development process. Action steps that may not be completed in one year will be reconsidered and where decided, carried forward into to the next year.

Following is a list of organization and initiative abbreviations that appear throughout the action plan. The organizations represent some of the many supporting partners of the City identified in the strategic plan.

ATHA – Anacostia Trails Heritage Authority
CBE – Community for a Better Environment
COG – Metropolitan Washington Council of Governments
COPS – Community Oriented Police Services
CPAE – College Park Arts Exchange
CPNW – College Park Neighborhood Watch
CPCUP – College Park City-University Partnership
DCPMA – Downtown College Park Management Authority
DOT – Department of Transportation
EAC – Education Advisory Committee
EPA – Environmental Protection Agency
ESL – English as a Second Language
HUD – Department of Housing & Urban Development
MHAA – Maryland Heritage Areas Authority
M-NCPPC Maryland-National Capital Park & Planning Commission
PG DPW&T- Prince George’s County Department of Public Works & Transportation
PGPD - Prince George’s County Police Department
PGPOA Prince George’s Property Owners Association

SHA – State Highway Administration
SRTSP – Safe Routes to School
TMA – Transportation Management Authority
UM – University of Maryland
WMATA – Washington Metro Area Transit Authority
YSB – Youth Services Bureau
TBD – To Be Determined

Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.

Objective 1: Improve public safety and reduce crime by utilizing contract police officers, collaborating with other police agencies, and encouraging community participation.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Coordinate quarterly presentations by Prince George's County Police Department to empower seniors of Attick Towers and Spellman House around safety & crime concerns.	Public Services, COPS	Q1	Q2	
b. Coordinate with community associations and COPS community liaison officers to recruit & train neighborhood watch block captains	Public Services, COPS	Q1	Q4	
c. Update and distribute Neighborhood Watch materials.	Public Services, CPNW	Q1	Q3	Neighborhood Watch volunteers
d. Work with PGPD to develop Neighborhood Watch Academy.	Public Services, COPS (PGPD)	Q1	Q3	CPNW, volunteer attendees
e. Explore how other small cities handle researching, applying for, and managing grants.	City staff (Administration)	Q2	Q4	
f. Seek funding to expand the number of security cameras.	Public Services	Q1	Q4	Possible additional grant person*

Action Plan Notes:

- e/f. Existing staff currently seeks funding opportunities on a limited basis. A new staff position dedicated to pursuing, applying for and administering additional grant funding would be needed to significantly expand this activity (could be a part-time person). Also, note that federal grants may require a more extensive administration and reporting systems and audit requirements, which may increase costs.

Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.

Objective 2: Improve local schools that serve City of College Park residents through collaboration with strategic partners including the Prince George's County Public Schools and the University of Maryland.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Explore opportunities for further collaboration between the University of Maryland and the City's elementary schools, including Hollywood & Paint Branch schools.	CPCUP, UM, City Council	Q1	Q3	
b. Invite Hollywood & Paint Branch school principals to discuss opportunities for collaboration. Topics may include partnering around ESL classes, ways to encourage parents & students to walk to school, and strategic issues to raise with School Board candidates.	City Council, EAC	Q1	Q1	
c. Explore ways to showcase the value and accomplishments of local public schools.	City staff with school leaders, CPCUP, EAC	Q1	Q3	
d. Invite School Board representatives and candidates to dialogue with City Council.	City Council	Q1	Q4	
e. Complete sidewalk construction and consider additional sidewalk construction near Hollywood Elementary School, with continued City Council and neighborhood input.	City Engineer, Planning Dept.	In progress	Q2	SRTS - State Highway Admin (funded)

Action Plan Notes:

- a. Explore with the University the possibility of including private schools.

Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.

Objective 3: Expand recreational, social and cultural activities for city residents.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Initiate activities for residents at Duvall Field or elsewhere in College Park that could include concerts and carnivals.	Rec Board, College Park Arts Exchange, M-NCPPC	Q1	Q4	Resident volunteers, e.g. College Park Day Planning Committee. Rec Board \$5,000 (funded FY11 July 10-Oct. 9)
b. Explore interest in organizing social activities for residents such as dances and classes.	Rec Board, College Park Arts Exchange, M-NCPPC	Q1	Q4	None – currently being provided by M-NCPPC. Rec Board and CPAE supplement.
c. Expand promotion of and explore opportunities to expand resources available in the City that support Seniors aging in place.	Seniors Staff	Q1	Q4	

Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.

Objective 4: Strengthen well-being of residents that seek assistance through youth, family and seniors program.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Expand public information about available senior programs.	Seniors Staff, M-NCPPC	Ongoing		Estimated additional costs – refreshments/supplies \$200
b. Initiate social group for isolated and withdrawn seniors.	Seniors Staff	June 2010	Q1	12-week pilot program. Estimated additional costs Refreshments/supplies \$300
c. Explore options for addressing issues related to non-seniors and seniors living together at Attick Towers & Spellman House.	City Council, Dept. of Family Services, College Park Housing Authority, M-NCPPC, COPS	Q2	Q3	May need new staff position in a future budget cycle.

Goal II: Convenient transportation options that improve local travel and manage congestion.

Objective 1: Advocate for state and other resources to rebuild Route 1 to improve its safety, efficiency, and appearance.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resources needed
a. Lobby State Legislature, State Highway Administration and County Council to allocate funding to rebuild Route 1.	City Council	Q1	Q4	
b. Initiate a trial project for bicycle side paths.	Planning Dept., SHA	Q1	Q4+	SHA Recreational Trail Funds and Developer contribution, grant person
c. Require developers to implement street section with new development or if not feasible, pay a fee-in-lieu.	City Council, Planning Board, County Council, SHA, developers	Q1	Ongoing	Central US 1 Corridor Sector Plan and SMA final approval
d. Establish a Tax Increment Financing (TIF) district strategy to help fund infrastructure improvements.	City Council, County Council	Q1	Q3	
e. Explore new HUD/DOT/EPA Sustainable Communities Program as a funding mechanism.	Planning Dept.	Q1	Q2	Grant person

Goal II: Convenient transportation options that improve local travel and manage congestion.

Objective 2: Support development of transit options that increase convenience, accessibility, and mobility.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Market and brand THE BUS Route 17.	PG DPW&T, Route 1 municipalities, ATHA	Q1	Ongoing	Funding in addition to PG DPW&T funds
b. Implement Route 1 priority bus corridor enhancements.	WMATA, SHA, Planning Dept., PG DPW&T	Q3	Q4+	COG TIGER Grant (funded)
c. Advocate for selection of MTA's Campus Drive alignment for the Purple Line.	City Council, County Council, State Legislature	Ongoing	Ongoing	
d. Participate in Purple Line design phase for alignment and stations.	City ,County, UM	Ongoing	Ongoing	
e. Continue funding and promoting use of UM shuttle pass for city residents and employees.	City Council	Ongoing	Ongoing	
f. Promote greater use of UM shuttle by UM students.	City Council, UM	Ongoing	Ongoing	
g. Develop a city-wide bicycle route plan.	Planning Dept., M-NCPPC, UM, community bicycle groups	Q4	FY12Q3	FY 12 operating funds for consultant may be required.
h. Increase bike sharing options.	COG, We Bike, other contractors, City Council, Planning Dept.	Q1	Q4+	Developer contributions COG TIGER II Grant (application in progress)

Goal II: Convenient transportation options that improve local travel and manage congestion.

Objective 3: Develop and implement Transportation Demand Management (TDM) strategies.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Support establishment of a Route 1 TDM District and transportation management authority (TMA).	City Council, County Council, Planning Dept., M-NCPPC	Q1	Q4	Dedicated source of funding
b. Establish baseline statistics on pedestrian and bicycle traffic.	City Engineer, Planning Dept., UM, M-NCPPC	Q1	Q4	Technology – bike/ped counter
d. Require developers to prepare trip reduction plans for new development.	County Council, Planning Board	Ongoing	Ongoing	
e. Seek funding for infrastructure improvements including bike trails and amenities and sidewalk construction.	Planning Dept.	Ongoing	Ongoing	Grant person
f. Direct traffic to least congested arterial and connector routes with improved signage and websites.	UM, City, SHA, Prince George's County DPW&T	Ongoing	Ongoing	

Action Plan Notes:

- a. Includes a trip reduction goal for Route 1.

Goal III: Lead the community in environmental conservation, protection, restoration, and energy efficiency.

Objective 1: Implement strategies to improve energy efficiency and reduce greenhouse gas emissions.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Initiate community emissions inventory.	City Council, CBE	Q1	Q4+	Hire intern
b. Adopt the emissions reduction targets and action plan at least as high as those established by COG.	City Council, CBE	Q2	Q2	
c. Establish a LEED-based sustainability standard for new development projects within the City jurisdiction.	City Council CBE	Q2	Q4	
d. Supply the energy needs of all city government facilities with 100% renewable energy through the purchase of renewable energy credits (RECs).	City Council	Q1	Q4	
e. Promote greater use of car pooling and public transit by city staff.	City Council, HR, Green Team	Q1	Ongoing	
f. Encourage greater city staff participation in energy efficient practices.	Planning Dept., HR Public Works, Green Team	Ongoing	Ongoing	
g. Conduct two outreach workshops.	CBE	Q1	Q4	
h. Install bicycle racks in city parking garage.	Public Works	Q1	Q1	
i. Pursue other grant resources to support activities addressing energy efficiency.	City Staff	Q1	Ongoing	Grant person
j. Explore feasibility of loan program for residents to make energy efficiency improvements.	City Attorney, Finance Dept.	Q1	Q4	State enabling legislation.

Goal III: Lead the community in environmental conservation, protection, restoration, and energy efficiency.

Objective 2: Develop strategies to effectively manage local water resources and storm water runoff.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resources needed
a. Implement one or more projects recommended under the Paint Branch Watershed Management Plan.	Planning Dept., Anacostia Watershed Society, SHA	Q1	Q4+	EPA, State Funding
b. Apply for a small watershed grant.	Planning Dept.	Q4	Q4	Chesapeake Bay Stewardship Fund, grant person
c. Review site plans for developer compliance with new storm water regulations.	Planning Dept., City Council, County Council	Q1	Ongoing	
d. Incorporate best practices for storm water management into all City projects to the extent feasible.	Planning Dept., Engineering Public Works CBE			
e. Develop a replicable process to annually conduct one stream clean-up.	Planning Dept. CBE, volunteers	Q1	Q4	
f. Develop city-wide neighborhood beautification program in conjunction with annual April Earth Day celebration.	CBE, volunteers, Public Works	TBD	TBD	
g. Encourage reduction of impervious surfaces in public and private property.	City Council, Planning Dept., M-NCPPC	Q1	Ongoing	
h. Hold at least one workshop to educate College Park residents or other persons about effective ways that individuals and communities can reduce water pollution.	CBE	Q1	Q4	
i. Work with the Prince George's Police and develop education materials to discourage illegal dumping and enforce anti-dumping laws in the City.	Public Works Contract Police	Q1	Ongoing	

Action Plan Notes:

- f. One aspect of a program is taking a "litter" inventory and targeting Earth Day efforts in that area.

Goal III: Lead the community in environmental conservation, protection, restoration, and energy efficiency.

Objective 3: Increase and enhance parks and green spaces.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Prepare citywide plan for new and improved parks and recreational facilities.	Planning Dept., Public Works Dept., Rec Board, M-NCPPC	Q2	Q4+	City resident survey to gather community input, funding for document preparation
b. Prepare plan for Hollywood Gateway Park if awarded grant funds.	Planning Dept.	Q3	Q4+	MHAA grant pending
c. Pursue acquisition of #1 Liquor Store for pocket park.	Planning Dept., City Attorney, City Council	Ongoing	Ongoing	
d. Design and construct skate spot at Sunnyside neighborhood park with community input.	Planning Dept.	Ongoing	Q4	
e. Explore further incremental options for construction phasing of Duvall Field renovation.	City Council, Planning Dept.	Q1	Q4	Explore potential developer contribution and/or allocation to General Fund
f. Publicize parks and recreational facilities through City website.	M-NCPPC, Recreation Board, IT, City Clerk	Ongoing	Ongoing	

Goal III: Lead the community in environmental conservation, protection, restoration, and energy efficiency.

Objective 4: Divert waste from landfills by continuing to increase participation in reduce/reuse/recycle programs.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Plan and execute public education program to promote recycling, with a focus on newly accepted recyclables.	Public Works, CBE	Q1	Ongoing	Printed materials; outreach opportunities; funding
b. Establish neighborhood pilot program for diverting household items from landfill.	Public Works, CBE	Q3	Q4	Charitable organizations to accept donations, civic association assistance with publicity
c. Promote increased business participation in recycling.	City Council, Public Works, CBE, local businesses (e.g., DCPMA)	Q1	Q4	
d. Annually publish recycling and related statistics on or around Earth Day.	Public Works, CBE	Q3	Ongoing	

Goal IV: Neighborhoods that are safe, peaceful, attractive and retain their community character.

Objective 1: Effectively and fairly enforce city and county codes and ordinances.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Develop a guide to commercial code requirements to be posted on the City's economic development web page.	Planning Dept., Public Services	Q1	Q3	
b. Develop and implement good neighbor recognition programs for code compliance.	Public Services, civic associations, PGPOA	Q1	Q4	Civic association participation, property owner participation
c. Consider options for email or phone notification of code violations.	Public Services, IT, PGPOA	Q1	Q4	May require modifications to Public Services data systems
d. Establish benchmarks to measure improved City response to public inquiries and complaints.	Public Services, IT	Q1	Q4	Improved work management systems to be used in all departments citywide
e. Explore avenues for online reporting of suspected code and parking violations.	Public Services, IT	Q1	Q4	

Goal IV: Neighborhoods that are safe, peaceful, attractive and retain their community character.

Objective 2: Increase the rate of home ownership.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Consider revising guidelines to expand eligibility for New Neighbors Program.	City Council	Q1	Q1	
b. Encourage the University of Maryland to provide incentives for faculty and staff to purchase homes in College Park.	CPCUP	Q1	Q4	
c. Cultivate relationships with residential realtors to increase knowledge of College Park's assets and positive attributes.	City Council, Economic Development	Q1	Ongoing	

Goal IV: Neighborhoods that are safe, peaceful, attractive and retain their community character.

Objective 3: Preserve and promote neighborhood resources that build a sense of community for all residents.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Install historic district street signs and markers, as appropriate, in Old Town and Calvert Hills.	Planning Dept., Public Works	Q1	Q4	
b. Install pedestrian way-finding signs in Berwyn and Hollywood.	Planning Dept.	Q1	Q1	
c. Publish walking tour brochures for Lakeland and Berwyn.	Planning Dept., Lakeland Community Heritage Project	Q1	Q4	
d. Develop pattern book for neighborhood revitalization.	Planning Dept., Consultant	Q1	Q4	
e. Install neighborhood gateway signs.	Planning Dept., Public Works Dept.	Q1	Q4	
f. Initiate first annual City multicultural event (College Park Day).	City Council, Recreation Board, M-NCPPC, CP Day Planning Committee, YSB	Q4	Q2	Volunteers

Goal V: Expand the local economy and tax base with socially responsible development.

Objective 1: Encourage revitalization of the Route 1 corridor consistent with the desires and needs of the local community.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Plan and implement streetscape improvements along Route 1 in downtown.	Planning Dept., Consultant SHA	Q1	Q4	
b. Develop and continue to track inventory of available sites for redevelopment and available rental properties.	Planning Dept.	Q1	Ongoing	
c. Work with developers to help identify businesses for new retail space.	Planning Dept.	Q1	Ongoing	
d. Pursue enabling legislation for a City revitalization tax credit.	City Council, City Attorney	Q1	Q3	
e. Pursue Tax Incremental Financing (TIF) to support public infrastructure improvements associated with new development.	City Council, County Council	Q1	Q4	

Goal V: Expand the local economy and tax base.

Objective 2: Encourage revitalization of the Hollywood Commercial District.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Develop a streetscape design plan with community involvement.	UM Landscape Architecture program, Planning Dept.	Q3	Q4+	
b. Distribute information about Targeted Investment Zone (TIZ) financial incentives for development.	Planning Dept., ATHA, commercial property owners	Q1	Q1	
c. Meet with commercial property owners to discuss revitalization strategies and an updated market study.	City Council, Planning Dept.	Q2	Q4	
d. Assess business owner interest in forming a merchant association or other type of support network.	City Council, Planning Dept.	Q1	Q4	
e. Install banners along Rhode Island Avenue.	Planning Dept.	Q2	Q4	MHAA grant (pending)

Goal V: Expand the local economy and tax base.

Objective 3: Support and attract diverse locally-owned high-quality retail and restaurant businesses with unique character and a commitment to local quality of life.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Identify and promote available space to prospective tenants.	Planning Dept.	Q1	Ongoing	
b. Update and improve www.ShopCollegePark.org to expand customer base.	Planning Dept.	Q1	Q4	
c. Create a list of 10 most desired retail/restaurant businesses and actively pursue encouraging them to locate in College Park.	City Council, Planning Dept.	Q2	Q3	Resident survey
d. Develop and approve a buy-local strategy for College Park.	City Council, local businesses	Q1	Q4	
e. Facilitate formation of business owners networking groups.	YSB Spanish-speaking staff, Planning Dept.	Q1	Q4	

Goal V: Expand the local economy and tax base.

Objective 4: Increase the diversity of job opportunities.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Encourage University incubator businesses to remain in College Park by marketing suitable available space.	Planning Dept.	Q1	Ongoing	
b. Work with Small Business Development Center to provide support to existing business owners and encourage new entrepreneurs to locate in College Park.	Planning Dept.	Q1	Ongoing	
c. Improve City's website as a tool to attract new businesses by including information on financing opportunities, and other incentives.	Planning Dept.	Underway	Q1	

Goal V: Expand the local economy and tax base.

Objective 5: Increase the diversity of available quality housing.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Identify developers to build corridor infill housing consistent with the Route 1 Corridor Sector Plan.	City, Planning Board	Q1	Q4	
b. Encourage affordable graduate student housing in early phase of East Campus development.	City Council UM	Q1	Q4	
c. Encourage creation of student co-op housing program.	City Council, UM	Q1	Q4	

Goal V: Expand the local economy and tax base.

Objective 6: Facilitate development in the College Park Metro Station area.

Action Recommendations:

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs
a. Request amendment to the Transit District Development Plan to support the Urban Land Institute Technical Assistance Panel recommendations.	City Council, Planning Dept., M-NCPPC, County Council	Q3	Q3	
b. Work with WMATA on joint development projects.	Planning Dept., City Council, County Council, State Legislation	Q1	Ongoing	
c. Market public property in Transit District Overlay Zone to the private sector.	UM, WMATA, Planning Dept.	Q1	Ongoing	